



The Journey to World-Class

Defining & Enabling World-Class Shared Services

Presented to:

Massachusetts – Comptroller's CFO Conference

Boston, Massachusetts

Penny Weller, PhD, CMA

Senior Director

The Hackett Group

November 18 2008

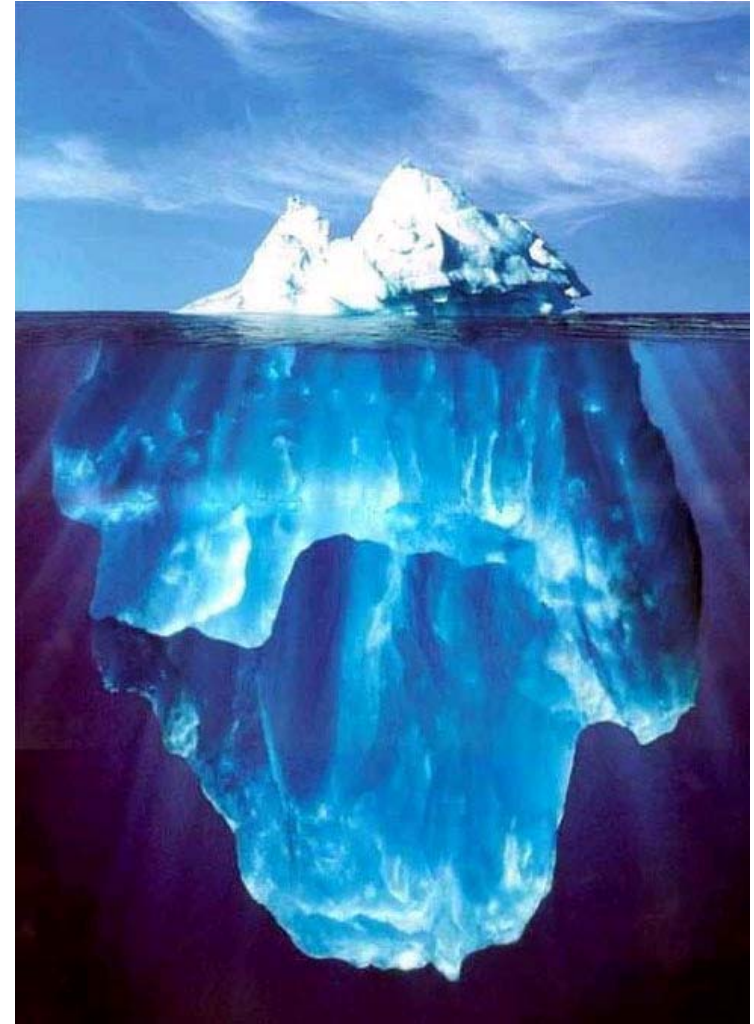
Workshop – World-class Shared Services ‘Practical’

1. Leadership support and execution
2. Passion around process
3. Customer respect
4. Sourcing and technology
5. People-driven culture



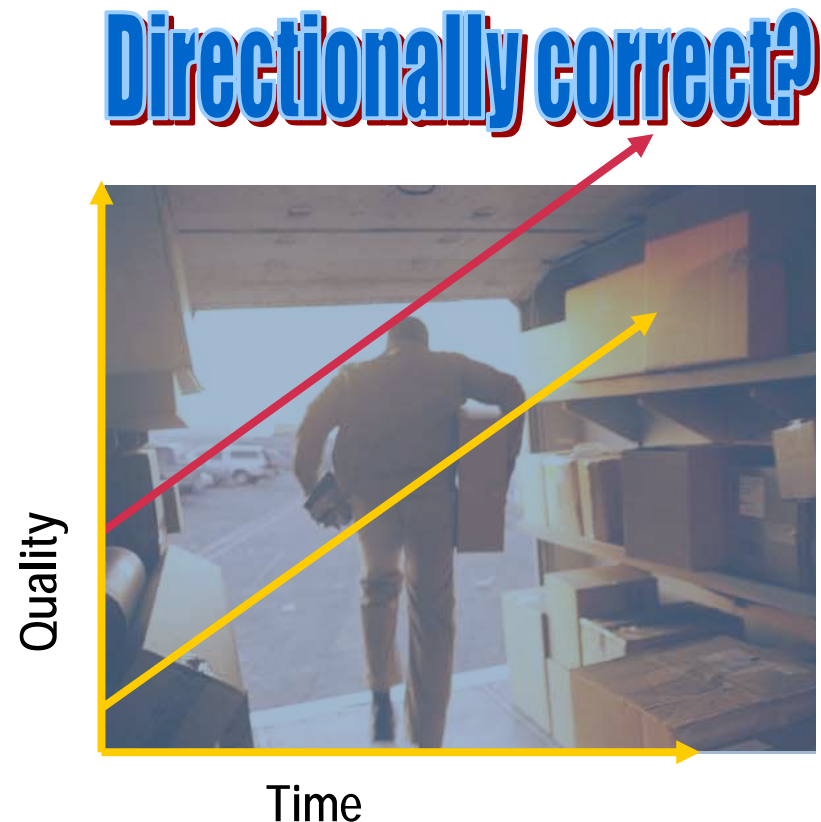
1. Leadership support and execution

- Project plan accepted at the top
- Walk the talk
 - don't "back down"
 - acknowledge as a key initiative
- Build "tension" – stretch goals
 - Performance gaps
 - Make the "tough" decisions
 - Sense of urgency
- Assign "stars" – transformation team, global process owners



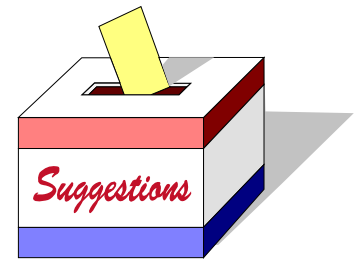
2. Passion around process

- Metric-centric: (scorecards, strategy maps)
 - Quality, Cost, Delivery
- Benchmark
- End-to-end process design
- Value ideas and creativity
 - Quick wins!
- Continuous improvement
 - 6 Sigma, LEAN
 - Activity based management



3. Customer respect – internal partnerships

- Service Level Agreements – two way relationship
- Market the center – clear messaging - 'VALUE MARKETING'
- Connections – integrate with other initiatives and teams, customer councils, governance
 - Invite self and promote contributions
- Alignment of functional priorities with business
- Customer surveys – leader involvement
- Complaints are gift



Voice of the Customer

4. Sourcing and technology

- Focus on reducing business complexity
- Alignment of functional priorities with business
- Leveraging ROI on technology for both transaction processing as well as information access



5. People-driven culture

- Clear purpose and mission
 - *Engagement*
- Create the culture
 - Encourage risk taking
 - Celebrate success
- Formal change management
- Formal process management
- Metrics that focus on desired behaviors – performance
- Commitment to invest in people



Contact Information

The Hackett Group

Suite N500
1117 Perimeter Center West
Atlanta, GA 30338
Phone: +1 770 225 3600

Martin House
5 Martin Lane
London EC4R 0DP
Phone: +44 207 398 9100

Torhaus Westhafen
Speicherstrasse 59
60327 Frankfurt am Main, Germany
Phone: +49 69 900217 0

8, rue de Port Mahon
75002 Paris, France
Phone: +33 1 53 43 0400

Strawinskylaan 3051G, 1077 ZX
Amsterdam, The Netherlands
Phone: +31 20 301 2210

Penny Weller, PhD, CMA

Title Senior Director

Phone: +1 269.345.7240

Company +1 888.8Hackett
pweller@thehackettgroup.com

www.thehackettgroup.com